

City Treasurer



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City Treasurer



Description

The Office of the City Treasurer is responsible for the receipt, custody, and reconciliation of all City revenue, banking and cash management, tax administration, enforcement of the Earned Sick Leave and Minimum Wage Ordinance, parking administration and meter operations, and collection of delinquent accounts. The City Treasurer is also responsible for the investment of all operating and capital improvement funds which total \$2.65 billion as of June 30, 2020. In addition, the City Treasurer serves as a member of the Funds Commission and Trustee for the City's Defined Contribution Plans. Please visit our website at <https://www.sandiego.gov/treasurer> for additional information.

The vision is:

To be the leader in municipal treasury services

The mission is:

To receive, safeguard, and efficiently manage public funds while providing the highest level of customer service

Goals and Objectives

Goal 1: *Safeguard public assets through strong financial management*

- Maintain strong internal controls
- Produce transparent financial reporting
- Maintain secure data environments
- Prepare fiscally sound balanced budgets and capital plans

Goal 2: *Optimize financial resources through long-term fiscal planning*

- Identify and implement continuous business process improvements

Goal 3: *Provide excellent customer service*

- Own the problem until it is resolved
- Reach out to customers and collaborate to meet their goals
- Provide accurate and timely financial information

Goal 4: *Strengthen the City's financial knowledge, skills, and abilities*

- Maximize use of the City's financial data
- Provide robust training programs for Finance Branch staff
- Establish training programs for Citywide staff
- Build bench strength in key financial competencies

Key Performance Indicators

Performance Indicator	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Percentage of Annual User Access Reviews completed for Treasury Systems	95%	100%	100%	100%	100%
Percentage of satisfied customers from lobby surveys	90%	91%	95%	N/A	95%
Percentage by which City outperforms the ACA International (Association of Credit & Collection Professionals) recovery rate on government debt	60%	65%	60%	65%	60%

Treasury lobbies closed thus far in FY21, no lobby surveys received. None anticipated

Department Summary

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
FTE Positions (Budgeted)	141.00	130.00	126.00	(4.00)
Personnel Expenditures	\$ 13,949,754	\$ 14,058,528	\$ 15,110,001	\$ 1,051,473
Non-Personnel Expenditures	10,637,725	13,977,768	14,026,622	48,854
Total Department Expenditures	\$ 24,587,479	\$ 28,036,296	\$ 29,136,623	\$ 1,100,327
Total Department Revenue	\$ 46,860,842	\$ 51,167,060	\$ 53,159,212	\$ 1,992,152

General Fund

Department Expenditures

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
Administration	\$ 3,198,710	\$ 3,606,796	\$ 3,785,869	\$ 179,073
Revenue Collections	5,145,689	5,803,444	6,377,082	573,638
Treasury Operations	7,771,948	7,868,802	8,217,001	348,199
Total	\$ 16,116,347	\$ 17,279,042	\$ 18,379,952	\$ 1,100,910

Department Personnel

	FY2020 Budget	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
Administration	16.00	17.00	17.00	0.00
Revenue Collections	50.00	47.00	46.00	(1.00)
Treasury Operations	62.00	54.00	51.00	(3.00)
Total	128.00	118.00	114.00	(4.00)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments	0.00	\$ 1,566,918	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
Delinquent Accounts and Cashiering Systems	0.00	280,000	-
Addition of non-personnel expenditures to replace the delinquent accounts system and cashiering system for lobby operations.			
Pay-In-Lieu of Annual Leave Adjustments	0.00	44,267	-
Adjustment to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.			
Equipment Rate Reduction	0.00	(1,007)	-
Reduction in non-personnel expenditures associated with a rate reduction for equipment rentals.			

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Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(18,657)	-
Citywide Contracts Reduction of 2.6% Reduction of non-personnel expenditures associated with a 2.6% reduction in contracts citywide.	0.00	(58,920)	-
Restructure of the Minimum Wage Program Transfer of 4.00 FTE Positions and associated non-personnel expenditures from the Office of the City Treasurer to the Office of Compliance and Labor Standards.	(4.00)	(663,133)	-
Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology requirements.	0.00	(48,558)	-
Revised Cannabis Business Tax Revenue Revised Cannabis Business Tax revenue as a result of an increase of 12 outlets and manufacturing production facilities anticipated to operate within the City limits.	0.00	-	3,382,152
One-Time Additions and Annualizations Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2021.	0.00	-	930,000
Revised Collection Referral Fee Adjustment to reflect revised Collection Referral Fee revenue projections as a result of reduced parking enforcement in Fiscal Year 2021.	0.00	-	(500,000)
Transient Occupancy Tax (TOT) Transfer Adjustment to reflect revised revenue from the TOT Fund.	0.00	-	(1,820,000)
Total	(4.00)	\$ 1,100,910	\$ 1,992,152

Expenditures by Category

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
PERSONNEL				
Personnel Cost	\$ 7,140,420	\$ 7,299,134	\$ 7,452,480	\$ 153,346
Fringe Benefits	5,455,269	5,337,995	6,184,762	846,767
PERSONNEL SUBTOTAL	12,595,689	12,637,129	13,637,242	1,000,113
NON-PERSONNEL				
Supplies	\$ 220,914	\$ 278,481	\$ 275,572	\$ (2,909)
Contracts	1,554,576	1,782,937	1,762,577	(20,360)
Information Technology	1,673,804	2,473,332	2,589,774	116,442
Energy and Utilities	64,526	97,657	105,281	7,624
Other	6,839	5,506	5,506	-
Capital Expenditures	-	4,000	4,000	-
NON-PERSONNEL SUBTOTAL	3,520,659	4,641,913	4,742,710	100,797
Total	\$ 16,116,347	\$ 17,279,042	\$ 18,379,952	\$ 1,100,910

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Revenues by Category

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
Charges for Services	\$ 2,595,134	\$ 1,969,798	\$ 149,798	\$ (1,820,000)
Fines Forfeitures and Penalties	4,122,173	3,454,006	3,454,006	-
Licenses and Permits	31,339,545	34,430,404	38,242,556	3,812,152
Other Revenue	39,645	-	-	-
Rev from Other Agencies	20,084	15,000	15,000	-
Transfers In	116,298	-	-	-
Total	\$ 38,232,879	\$ 39,869,208	\$ 41,861,360	\$ 1,992,152

Personnel Expenditures

Job Number	Job Title / Wages	FY2020 Budget	FY2021 Budget	FY2022 Proposed	Salary Range	Total
FTE, Salaries, and Wages						
20000866	Accountant 2	10.00	8.00	8.00	\$ 66,664 - 80,558	\$ 576,315
20000007	Accountant 3	5.00	5.00	5.00	73,216 - 88,483	416,496
20000102	Accountant 4	6.00	6.00	6.00	82,347 - 109,720	628,077
20000011	Account Clerk	6.00	7.00	8.00	33,613 - 40,456	319,400
20000024	Administrative Aide 2	14.00	13.00	13.00	45,448 - 54,766	656,795
20001140	Assistant Department Director	1.00	0.00	0.00	63,128 - 239,138	-
20001208	Assistant Investment Officer	2.00	2.00	2.00	30,160 - 147,160	250,765
20000119	Associate Management Analyst	3.00	5.00	4.00	57,699 - 69,722	259,275
20000539	Clerical Assistant 2	5.00	1.00	0.00	31,928 - 38,480	-
20000267	Collections Investigator 1	16.00	15.00	15.00	42,890 - 51,792	720,042
20000268	Collections Investigator 1	1.00	1.00	1.00	42,890 - 51,792	51,792
20000269	Collections Investigator 2	5.00	5.00	5.00	48,235 - 58,219	276,240
20000270	Collections Investigator Supervisor	4.00	4.00	4.00	53,040 - 64,085	241,770
20000287	Collections Manager	1.00	1.00	1.00	71,240 - 86,320	86,320
20001168	Deputy Director	3.75	3.75	3.75	50,128 - 184,330	544,220
20000924	Executive Assistant	1.00	1.00	1.00	46,467 - 56,202	54,235
20001172	Financial Operations Manager	1.00	1.00	1.00	30,160 - 158,142	133,390
20000293	Information Systems Analyst 3	2.00	2.00	2.00	63,336 - 76,586	153,172
20000998	Information Systems Analyst 4	1.00	1.00	1.00	71,240 - 86,320	86,320
20001194	Investment Officer	1.00	1.00	1.00	37,024 - 221,125	154,731
20000680	Payroll Specialist 2	1.00	1.00	1.00	40,726 - 49,171	47,450
20001182	Principal Accountant	3.00	3.00	3.00	30,160 - 162,032	357,468
20000741	Principal Clerk	1.00	1.00	1.00	46,467 - 56,202	54,997
20001234	Program Coordinator	3.00	3.00	1.00	30,160 - 147,160	103,000
20001222	Program Manager	3.50	3.50	2.50	50,128 - 184,330	291,169
20000783	Public Information Clerk	18.75	16.75	16.75	33,613 - 40,456	652,421
20000869	Senior Account Clerk	3.00	2.00	2.00	38,480 - 46,426	92,156
20000927	Senior Clerk/Typist	1.00	0.00	0.00	38,480 - 46,426	-
20000015	Senior Management Analyst	2.00	2.00	2.00	63,336 - 76,586	153,172

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Personnel Expenditures

Job Number	Job Title / Wages	FY2020 Budget	FY2021 Budget	FY2022 Proposed	Salary Range	Total
20000970	Supervising Management Analyst	2.00	2.00	2.00	71,240 - 86,320	172,640
20001148	Treasurer	1.00	1.00	1.00	33,862 - 185,640	176,051
	Bilingual - Regular					37,495
	Budgeted Personnel					(411,840)
	Expenditure Savings					
	Overtime Budgeted					25,102
	Sick Leave - Hourly					898
	Vacation Pay In Lieu					90,946
FTE, Salaries, and Wages Subtotal		128.00	118.00	114.00		\$ 7,452,480

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
Fringe Benefits				
Employee Offset Savings	\$ 64,206	\$ 62,423	\$ 60,959	\$ (1,464)
Flexible Benefits	1,357,238	1,305,738	1,500,923	195,185
Insurance	1,181	-	-	-
Long-Term Disability	-	24,919	30,594	5,675
Medicare	110,843	102,528	104,102	1,574
Other	8,281	-	-	-
Other Post-Employment Benefits	697,545	660,766	665,330	4,564
Retiree Medical Trust	9,662	10,184	10,431	247
Retirement 401 Plan	6,378	6,265	6,433	168
Retirement ADC	2,502,478	2,471,673	3,061,548	589,875
Retirement DROP	5,085	5,873	6,409	536
Risk Management Administration	134,656	111,195	115,244	4,049
Supplemental Pension Savings Plan	485,535	507,451	513,355	5,904
Unemployment Insurance	11,233	11,065	11,089	24
Workers' Compensation	60,949	57,915	98,345	40,430
Fringe Benefits Subtotal	\$ 5,455,269	\$ 5,337,995	\$ 6,184,762	\$ 846,767
Total Personnel Expenditures			\$ 13,637,242	

Parking Meter Operations Fund

Department Expenditures

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
Revenue Collections	\$ 8,471,131	\$ 10,757,254	\$ 10,756,671	\$ (583)
Total	\$ 8,471,131	\$ 10,757,254	\$ 10,756,671	\$ (583)

Department Personnel

	FY2020 Budget	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
Revenue Collections	13.00	12.00	12.00	0.00
Total	13.00	12.00	12.00	0.00

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Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments	0.00	\$ 54,994	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
Support for Information Technology	0.00	12,523	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology requirements.			
Equipment Rate Reduction	0.00	(512)	-
Reduction in non-personnel expenditures associated with a rate reduction for equipment rentals.			
Pay-In-Lieu of Annual Leave Adjustments	0.00	(3,634)	-
Adjustment to expenditures associated with projected compensation to employees in-lieu of the use of annual leave.			
Non-Discretionary Adjustment	0.00	(63,954)	-
Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
Total	0.00	\$ (583)	\$ -

Expenditures by Category

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
PERSONNEL				
Personnel Cost	\$ 723,684	\$ 767,571	\$ 762,587	(4,984)
Fringe Benefits	630,380	653,828	710,172	56,344
PERSONNEL SUBTOTAL	1,354,065	1,421,399	1,472,759	51,360
NON-PERSONNEL				
Supplies	\$ 38,328	\$ 44,629	\$ 44,914	285
Contracts	2,615,023	3,097,092	3,035,471	(61,621)
Information Technology	18,507	24,375	36,898	12,523
Energy and Utilities	23,648	17,105	13,975	(3,130)
Other	5,877	-	-	-
Transfers Out	4,415,683	6,152,154	6,152,154	-
Capital Expenditures	-	500	500	-
NON-PERSONNEL SUBTOTAL	7,117,067	9,335,855	9,283,912	(51,943)
Total	\$ 8,471,131	\$ 10,757,254	\$ 10,756,671	\$ (583)

Revenues by Category

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
Licenses and Permits	\$ 8,469,024	\$ 11,297,852	\$ 11,297,852	-
Other Revenue	1,229	-	-	-
Rev from Money and Prop	110,217	-	-	-
Transfers In	47,493	-	-	-
Total	\$ 8,627,963	\$ 11,297,852	\$ 11,297,852	\$ -

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Personnel Expenditures

Job Number	Job Title / Wages	FY2020 Budget	FY2021 Budget	FY2022 Proposed	Salary Range	Total
FTE, Salaries, and Wages						
20001168	Deputy Director	0.25	0.25	0.25	\$ 50,128 - 184,330	\$ 37,349
20000678	Parking Meter Supervisor	3.00	3.00	3.00	50,523 - 60,403	179,397
20000674	Parking Meter Technician	8.00	7.00	7.00	44,117 - 52,707	368,158
20001222	Program Manager	0.50	0.50	0.50	50,128 - 184,330	58,687
20000783	Public Information Clerk	0.25	0.25	0.25	33,613 - 40,456	9,849
20000827	Senior Parking Meter Technician	1.00	1.00	1.00	46,384 - 55,266	55,266
	Bilingual - Regular					3,273
	Overtime Budgeted					50,608
FTE, Salaries, and Wages Subtotal		13.00	12.00	12.00	\$	762,587

	FY2020 Actual	FY2021 Budget	FY2022 Proposed	FY2021-2022 Change
Fringe Benefits				
Employee Offset Savings	\$ 3,633	\$ 3,488	\$ 3,487	\$ (1)
Flexible Benefits	147,107	156,299	177,892	21,593
Long-Term Disability	-	2,472	2,964	492
Medicare	10,420	10,345	10,323	(22)
Other Post-Employment Benefits	79,809	75,515	74,612	(903)
Retiree Medical Trust	600	578	577	(1)
Retirement ADC	320,999	339,417	367,689	28,272
Retirement DROP	2,238	1,842	3,450	1,608
Risk Management Administration	15,403	12,708	12,919	211
Supplemental Pension Savings Plan	46,282	47,228	47,166	(62)
Unemployment Insurance	1,141	1,092	1,075	(17)
Workers' Compensation	2,748	2,844	8,018	5,174
Fringe Benefits Subtotal	\$ 630,380	\$ 653,828	\$ 710,172	\$ 56,344
Total Personnel Expenditures			\$ 1,472,759	

Revenue and Expense Statement (Non-General Fund)

Parking Meter Operations Fund	FY2020 Actual	FY2021* Budget	FY2022** Proposed
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 460,759	\$ 617,590	\$ 638,064
TOTAL BALANCE AND RESERVES	\$ 460,759	\$ 617,590	\$ 638,064
REVENUE			
Licenses and Permits	\$ 8,469,024	\$ 11,297,852	\$ 11,297,852
Other Revenue	1,229	-	-
Revenue from Use of Money and Property	110,217	-	-
Transfers In	47,493	-	-
TOTAL REVENUE	\$ 8,627,963	\$ 11,297,852	\$ 11,297,852
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 9,088,722	\$ 11,915,442	\$ 11,935,916
OPERATING EXPENSE			
Personnel Expenses	\$ 723,684	\$ 767,571	\$ 762,587
Fringe Benefits	630,380	653,828	710,172
Supplies	38,328	44,629	44,914
Contracts	2,615,023	3,097,092	3,035,471
Information Technology	18,507	24,375	36,898
Energy and Utilities	23,648	17,105	13,975
Other Expenses	5,877	-	-
Transfers Out	4,415,683	6,152,154	6,152,154
Capital Expenditures	-	500	500
TOTAL OPERATING EXPENSE	\$ 8,471,131	\$ 10,757,254	\$ 10,756,671
TOTAL EXPENSE	\$ 8,471,131	\$ 10,757,254	\$ 10,756,671
BALANCE	\$ 617,590	\$ 1,158,188	\$ 1,179,245
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 9,088,722	\$ 11,915,442	\$ 11,935,916

* At the time of publication, audited financial statements for Fiscal Year 2021 were not available. Therefore, the Fiscal Year 2021 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2021 Adopted Budget, while the beginning Fiscal Year 2021 balance amount reflects the audited Fiscal Year 2020 ending balance.

** Fiscal Year 2022 Beginning Fund Balance reflect the projected Fiscal Year 2021 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2021.



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